



University of Applied Sciences and Arts  
Dortmund Germany

**EuromPM**



Universidad  
del País Vasco

Euskal Herriko  
Unibertsitatea



**EURO MPM**  
European Master  
in Project Management

**Fachhochschule  
Dortmund**

University of Applied Sciences and Arts

# WHAT CAN STANDARDS STANDARDIZE IN INTERNATIONAL PROJECT MANAGEMENT?

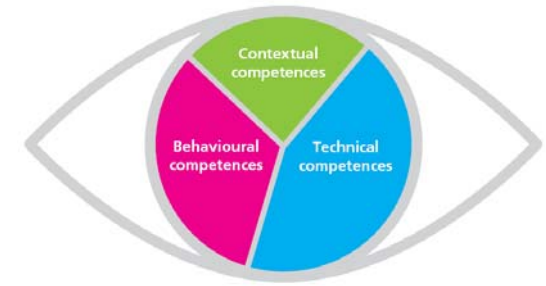
**Peter Reusch**



Office of Government Commerce



# Agenda



- 1. Introduction**
- 2. On Standards in General**
- 3. Standards in Project Management Today**
- 4. Further Development of Standards in PM**



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# 1. Introduction

**Standards shape our life!**

**Standards shape project management!**

**But what can standards standardize in project management?**

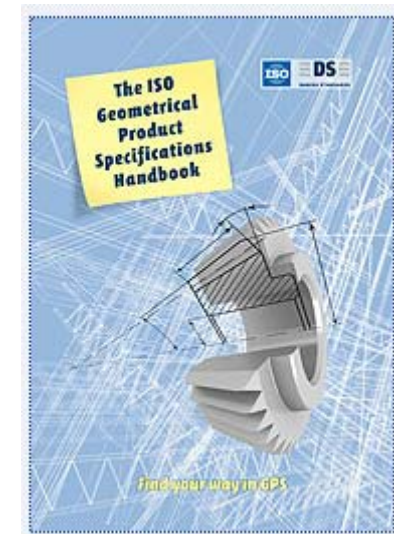
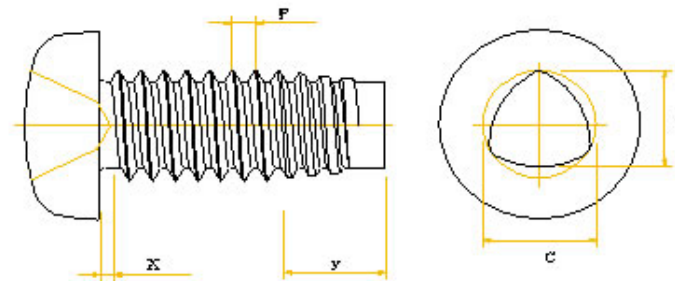




## 2. On Standards in General

**Strong Standards – Weak Standards**

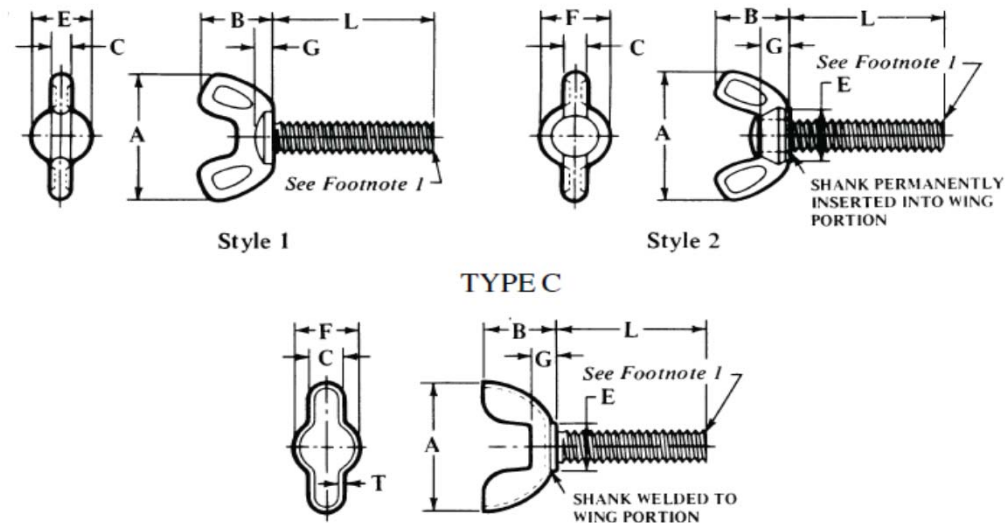
**Core Standards – Peripheral Standards**





## 2. On Standards in General

### Wing screws American National Standards ANSI-B18.17-**1968**, R1983



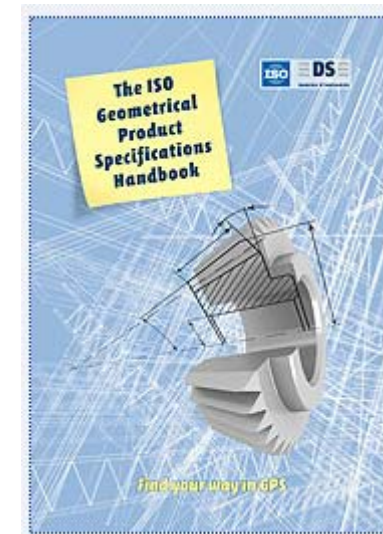
**Consider life time, stability, ... of such a standard!**



## 2. On Standards in General

**There are nearly 120 ISO standards on technical drawings!**

In January 2012 ISO and Danish Standards have jointly published a handbook on geometrical product specifications (GPS).





## 2. On Standards in General



EN ISO 9994:2002 establishes non-functional specifications on quality, reliability and safety of lighters and appropriate test procedures.



## 2. On Standards in General

The European standard EN 13869:2002 establishes child-resistance specifications and defines as novelty lighters those that resemble another object commonly recognized as appealing to children younger than 51 months, or those that have entertaining audio or animated effects.







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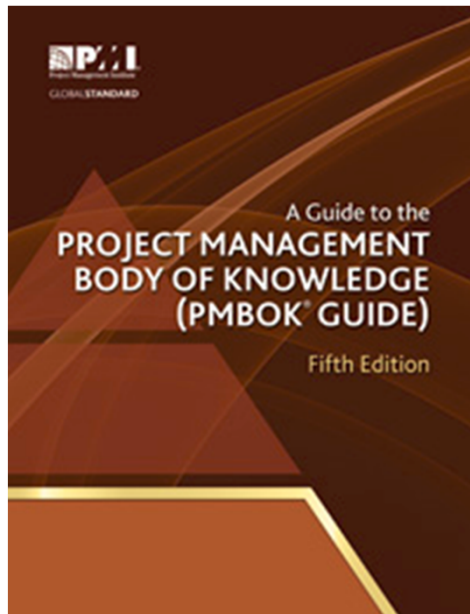
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## 2. On Standards in General





### 3. Standards in Project Management



**A Global Standard**

**Available in many  
languages**

**Applied in many  
organizations**



**a common language for  
project management**



### 3. Standards in Project Management

#### PMI Standards



**A Series of Standard**

**- but still a lot of gaps**



### 3. Standards in Project Management

#### PMBOK5 Knowledge Areas and Process Groups

	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
<b>4. Project Management Integration</b>	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Execution	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
<b>5. Project Scope Management</b>	-	Plan Scope Management Collect Requirements Define Scope Create WBS	-	Validate Scope Control Scope	-
<b>6. Project Time Management</b>	-	Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule	-	Control Schedule	-



### 3. Standards in Project Management

#### PMBOK5 Knowledge Areas and Process Groups

	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
<b>7. Project Cost Management</b>	-	Plan Cost Management Estimate Costs Determine Budget	-	Control Costs	-
<b>8. Project Quality Management</b>	-	Plan Quality	Perform Quality Assurance	Perform Quality Control	-
<b>9. Project Human Resource Management</b>	-	Plan Human Resource Management	Acquire Project Team Develop Project Team Manage Project Team	-	-



### 3. Standards in Project Management

#### PMBOK5 Knowledge Areas and Process Groups

	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
<b>10. Project Communications Management</b>	-	Plan Communications Management	Manage Communications	Control Communications	-
<b>11. Project Risk Management</b>	-	Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	-	Control Risks	-
<b>12. Project Procurement Management</b>	-	Plan Procurement Management	Conduct Procurements	Control Procurements	Close Procurements
<b>13. Project Stakeholder Management</b>	Identify Stakeholders	Plan Stakeholder Management	Manage Stakeholder Engagement	Control Stakeholder Engagement	-



### 3. Standards in Project Management

## PMBOK5 Knowledge Areas and Process Groups

Each gap is a lost opportunity – to include lessons learned, and further issues

	Process Groups				
	Planning		Execution		Closing
	Initiating	Planning	Executing	Monitoring & Controlling Process Group	Closing Process Group
4. Project Management Integration	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Execution	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
5. Project Scope Management		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
6. Project Time Management		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule		Control Schedule	



### 3. Standards Management PM and Process Groups

Each gap is a lost opportunity – to include lessons learned, and further issues

	Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
7. Project Cost Management	?	Plan Cost Management Estimate Costs Determine Budget	?	Control Costs	?
8. Project Quality Management	-	Plan Quality	Perform Quality Assurance	Perform Quality Control	-
9. Project Human Resource Management	?	Plan Human Resource Management	Acquire Project Team Develop Project Team Manage Project Team	?	?





### 3. Standard PMBOK

Each gap is a lost opportunity – to include lessons learned, and further issues

### Process Groups

	Planning Group	Planning Group	Monitoring & Controlling Process Group	Closing Process Group
10. Project Communications Management	?	Plan Communications Management Manage Communications	Control Communications	?
11. Project Risk Management	?	Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	Control Risks	?
12. Project Procurement Management	-	Plan Procurement Management Conduct Procurements	Control Procurements	Close Procurements
13. Project Stakeholder Management	Identify Stakeholders	Plan Stakeholder Management Manage Stakeholder Engagement	Control Stakeholder Engagement	?



## 3. Standards in Project Management



Project Management Process Groups					
Knowledge Areas	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
4. Project Management Integration	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Execution	4.4 Monitor and Control Project Work	4.6 Close Project or Phase
				4.5 Perform Integrated Change Control	
5. Project Scope Management	-	5.1 Collect Requirements	-	5.4 Verify Scope	-
		5.2 Define Scope			
		5.3 Create WBS			
6. Project Time Management	-	6.1 Define Activities	-	6.6 Control Schedule	-
		6.2 Sequence Activities			
		6.3 Estimate Activity Resources			
		6.4 Estimate Activity Durations			
		6.5 Develop Schedule			
7. Project Cost Management	-	7.1 Estimate Costs	-	7.3 Control Costs	-
		7.2 Determine Budget			
8. Project Quality Management	-	8.1 Plan Quality	8.2 Perform Quality Assurance	8.3 Perform Quality Control	-



## 3. Standards in Project Management



Project Management Process Groups					
9. Project Human Resource Management	-	9.1 Develop Human Resource Plan	9.2 Acquire Project Team	-	-
			9.3 Develop Project Team		
			9.4 Manage Project Team		
10. Project Communications Management	10.1 Identify Stakeholders	10.2 Plan Communications	10.3 Distribute Information	10.5 Report Performance	-
			10.4 Manage Stakeholder Expectations		
11. Project Risk Management	-	11.1 Plan Risk Management	-	11.6 Monitor and Control Risks	-
		11.2 Identify Risks			
		11.3 Perform Qualitative Risk Analysis			
		11.4 Perform Quantitative Risk Analysis			
		11.5 Plan Risk Responses			
12. Project Procurement Management	-	12.1 Plan Procurements	12.2 Conduct Procurements	12.3 Administer Procurements	12.4 Close Procurements



## 3. Standards in Project Management



Program Management Process Groups and Knowledge Area Mapping

Knowledge Areas	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
4. Program Integration Management	4.1 Initiate Program	4.2 Develop Program Management Plan	4.4 Direct and Manage Program	4.6 Monitor and Control Program Performance	4.8 Close Program
		4.3 Develop Program Infrastructure	4.5 Manage Program Resources	4.7 Manage Program Issues	
5. Program Scope Management	-	5.1 Plan Program scope	5.6 Manage Program Architecture	5.8 Monitor and Control Program Scope	-
		5.2 Define Program Goals and Objectives	5.7 Manage Component Interfaces		
		5.3 Develop Program Requirements			
		5.4 Develop Program Architecture			
		5.5 Develop Program WBS			
6. Program Time Management	-	6.1 Develop Program Schedule	-	6.6 Control Schedule	-
7. Program Cost Management		-		-	
8. Program Quality Management		-		-	
9. Program Human Resource Management	-	-	-	-	-
10. Program Communications Management	-	10.1 Plan Communications	10.2 Distribute Information	10.3 Report Program Performance	-

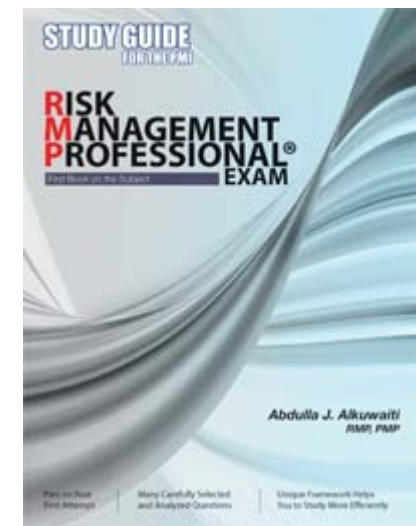
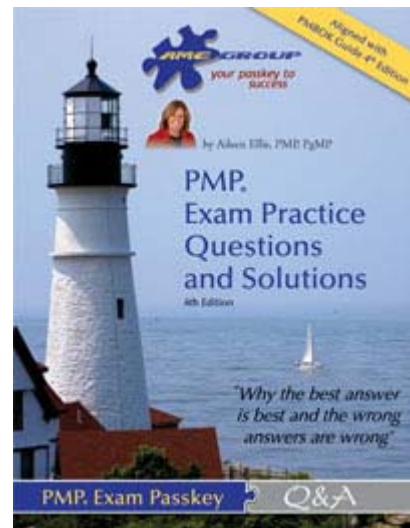


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## 3. Standards in Project Management

### Certification Inflation





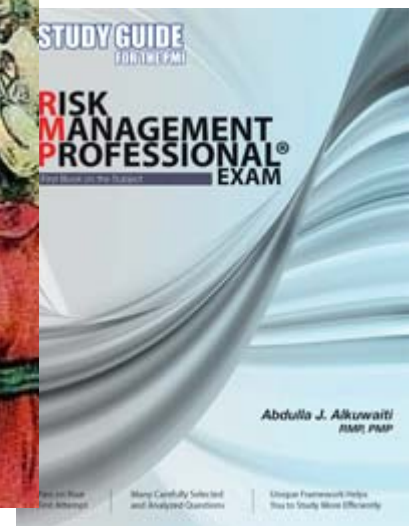
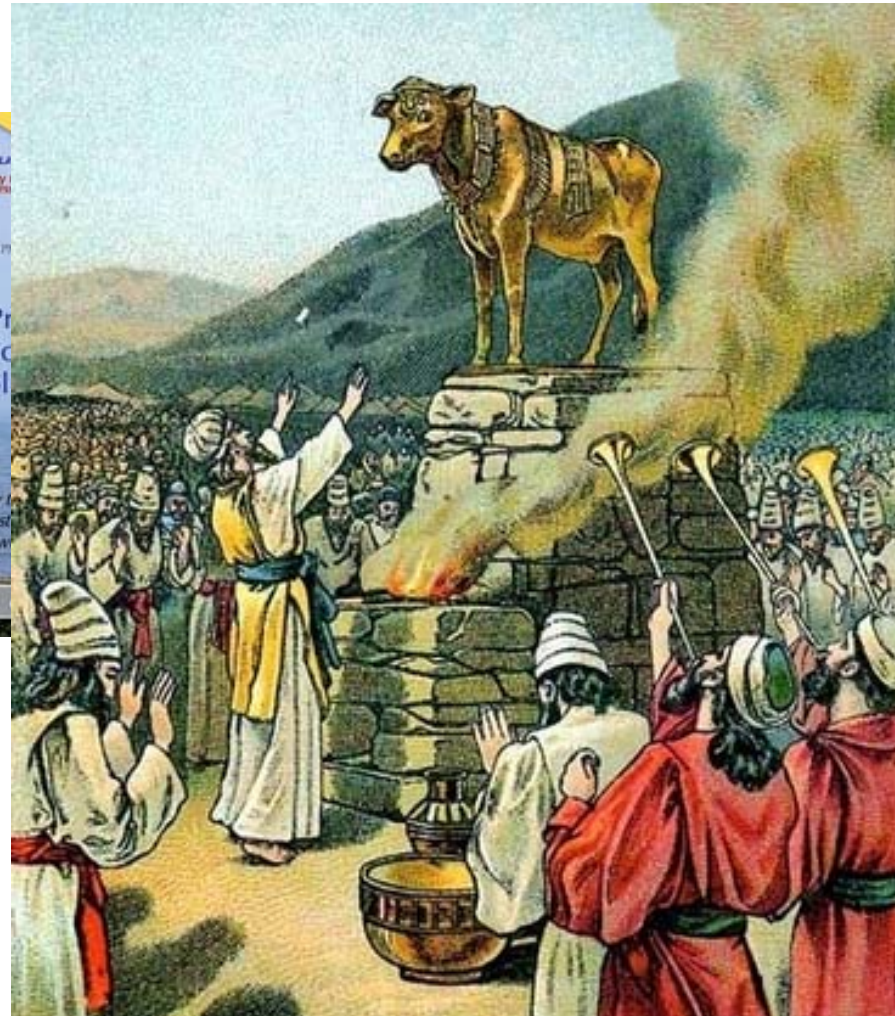
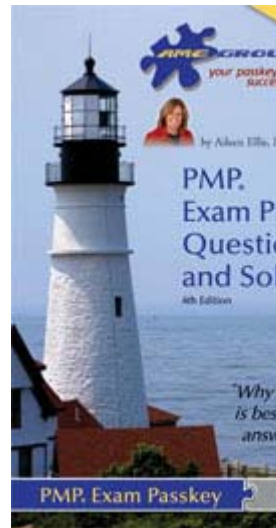


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## 3. Standards in Project Management

### Certification Inflation

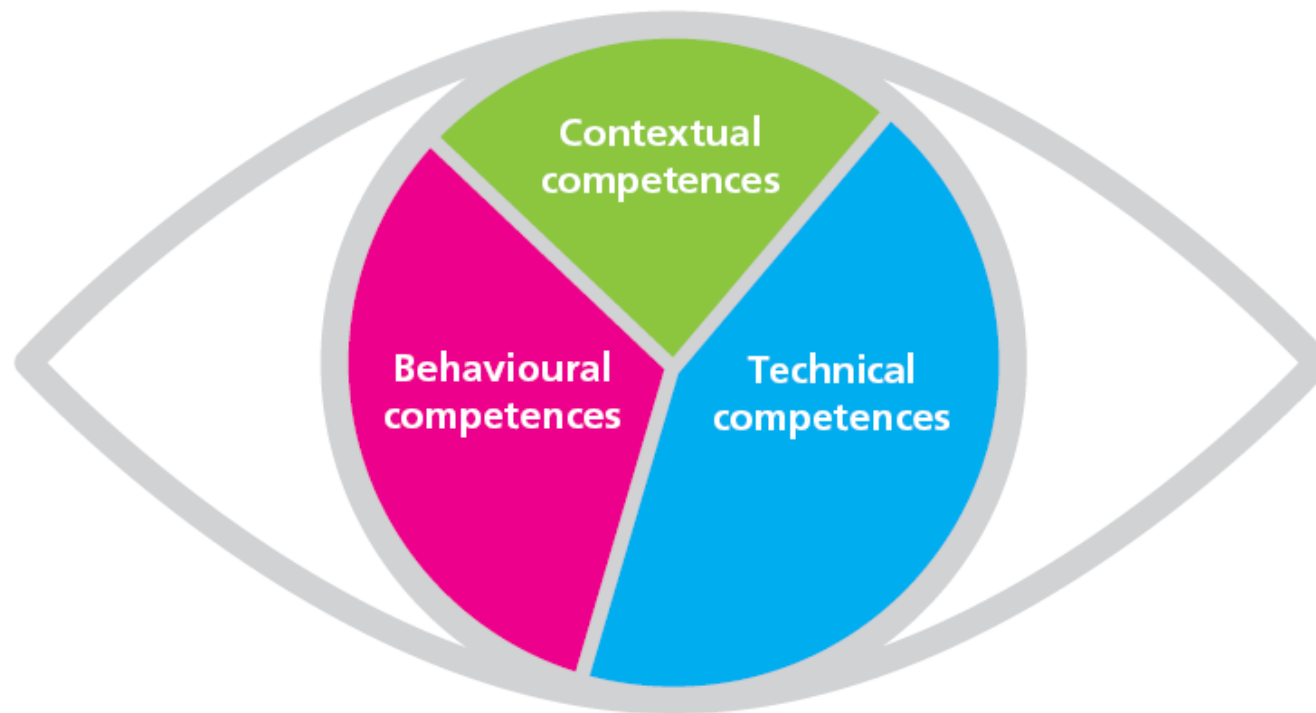




## 3. Standards in Project Management



### ICB approach – The Eye of Competence:





### 3. Standards in Project Management



#### ICB main characteristics:

- 4 level certification system
- Classification of 46 Competences in 3 types:
  - Technical
  - Contextual
  - Behavioural

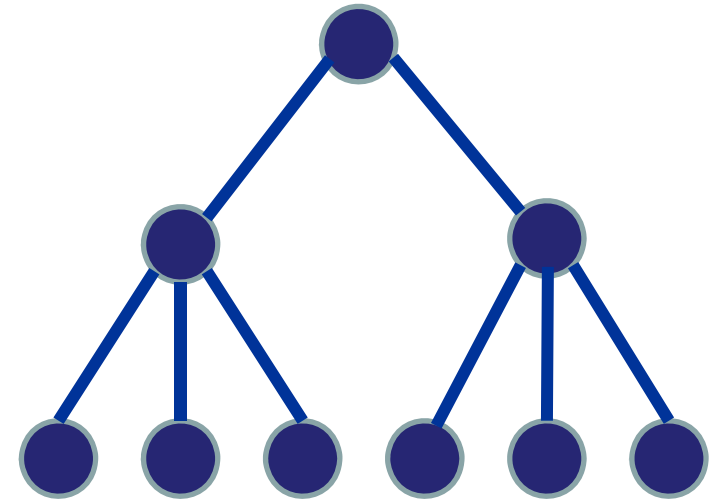
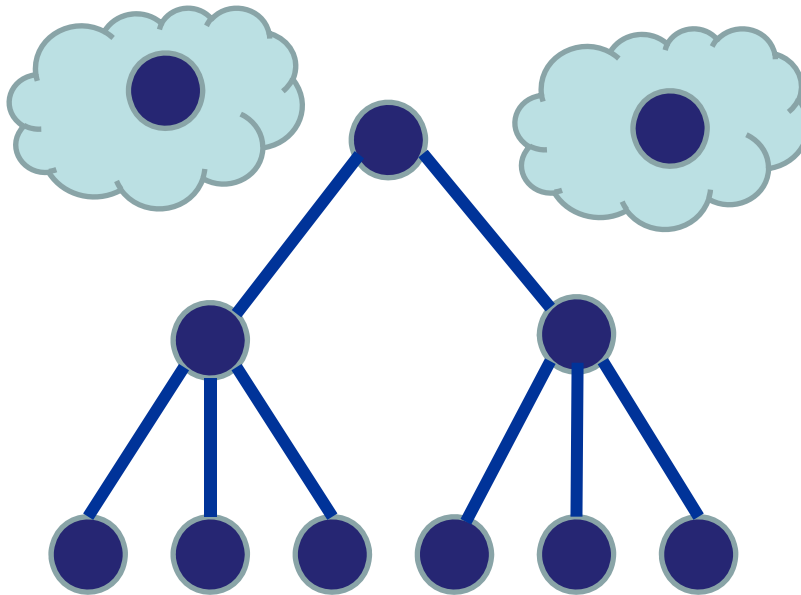




### 3. Standards in Project Management



How many portfolios do we have in an organization?

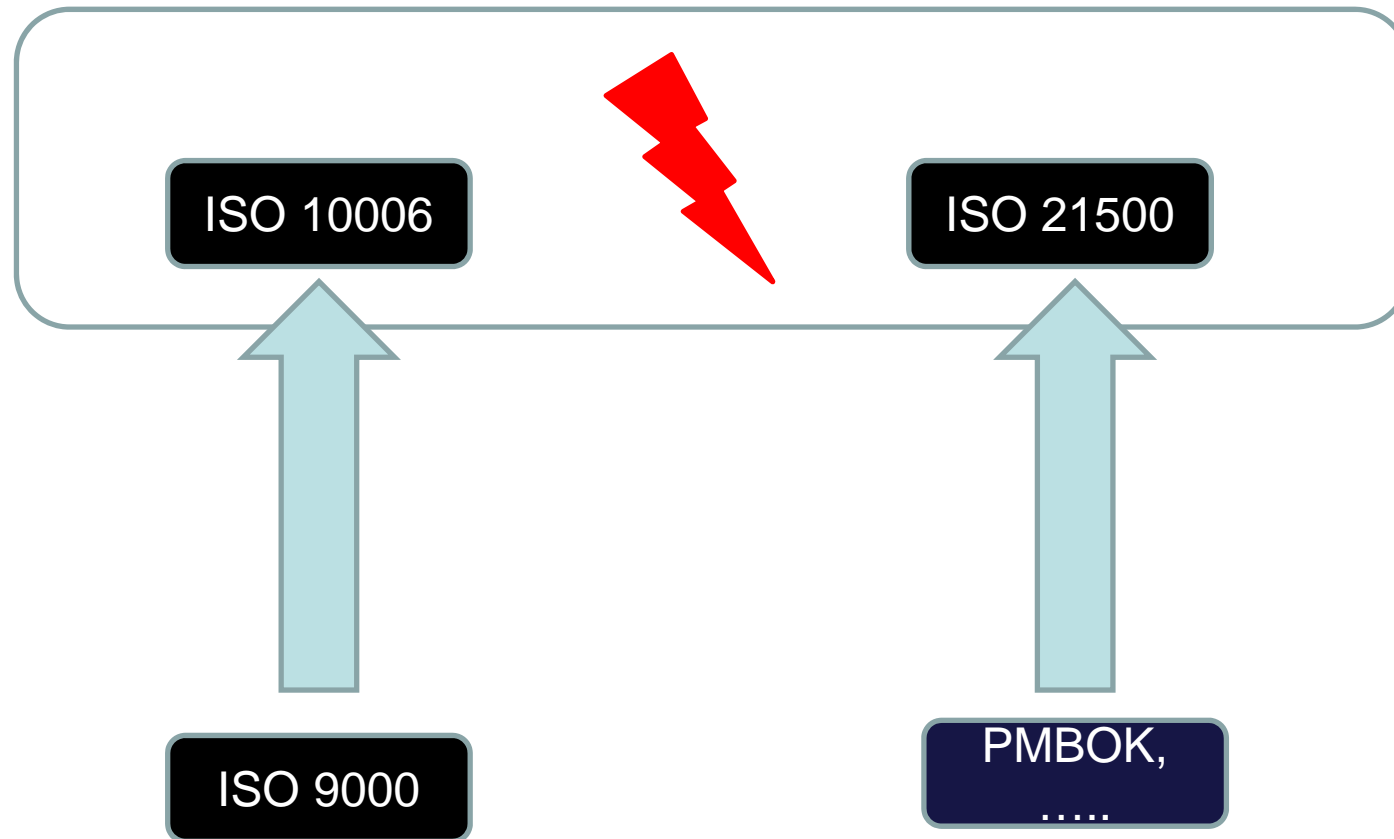




### 3. Standards in Project Management



International  
Organization for  
Standardization





## 3. Standards in Project Management



	Process Groups				
Subject Groups	Initiating	Planning	Implementing	Controlling	Closing
<b>Integration</b>	Develop Project Charter	Develop Project Plans	Direct Project Work	Control Project Work	Close Project or Phase
				Control Changes	Collect Lessons Learned
<b>Stakeholder</b>	Identify Stakeholders	-	Manage Stakeholders	-	-
<b>Scope</b>	-	Define Scope	-	Control Scope	-
		Create WBS			
		Define Activities			
<b>Resources</b>	Establish Project Team	Estimate Resources	Develop Project Team	Control Resources	-
		Define Project Organization		Manage Project Team	
<b>Time</b>	-	Sequence Activities	-	Control Schedule	-
		Estimate Activity Durations			
		Develop Schedule			



## 3. Standards in Project Management



Cost	-	Estimate Costs	-	Control Costs	-
		Develop Budget			
Risk	-	Identify Risks	Treat Risks	Control Risks	-
		Assess Risks			
Quality	-	Plan Quality	Perform Quality Assurance	Perform Quality Control	-
Procurement	-	Plan Procurement	Select Suppliers	Administer Contracts	-
Communication	-	Plan Communications	Distribute Information	Manage Communications	-



### 3. Standards in Project Management

**Will ISO 21500  
really help?**



**21500**

**No**

**ISO 21500 is not strong enough**

**No significant innovation compared to PMBOK,  
...**

**Concepts of programs and portfolios are fuzzy**

**Missing synchronization in developing standards**

**Specials interests of the communities – PMI,  
IPMA, ...**

**ISO 21500 will follow ISO 10006, that was not  
really recognized**



### 3. Standards in Project Management

**Will ISO 21500  
really help?**



**21500**



**Shows the need for standardization**

**May stimulate strategies around PMI and others**

**We build a project management based upon models – ORM –**

**strong in defining**

- **roles and responsibilities,**
- **processes and**
- and supporting**
- **several management levels,**
- **change management**



## 4. Further Development of Standards in PM

# WHAT CAN STANDARDS STANDARDIZE IN INTERNATIONAL PROJECT MANAGEMENT?

**Terminology**

**Scope**

**Knowledge Areas**

**Processes**

**Concepts**

**Methods**



## 4. Further Development of Standards in PM

### Integration of Project, Program, and Portfolio Management

Project	Program	Portfolio
Develop, Manage, and Change Organization		
Information & Knowledge & Communication Management		
Risk Management		
Manage Changes	Management of Risks in Projects	Strategic Risk Management
Human Resource Management		
Manage Human Resources	Install and develop Human Resources	Strategic HR Management
Quality Management		
Quality Control	Quality Management in Projects	Strategic Quality Management
Social Responsibility Environmental Management		





## **4. Further Development of Standards in PM**

- **Today standards in project management are incomplete, fuzzy and mostly isolated.**
- **Standards in project management must be closely linked to program and portfolio management.**
- **Finally a full integration of portfolio, program, and project management standards is the best solution.**
- **Standards in project management must integrate standards like ISO 14000, ISO 26000, ISO31000, and others.**
- **Strong concepts and methods like object role modeling can support the development of an integrated project management.**